

NC FAST

North Carolina Families Accessing
Services through Technology

High-Level Program Status

March 14, 2013

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Today's discussion includes the following:

- NC FAST Purpose and Benefits
- Program Areas Impacted by NC FAST
- Case Management Project 1: Global Case Management and FNS
- Case Management Project 2&6: Eligibility Information System
- Case Management Project 3: LIEAP, Child Care, and CIP
- Case Management Project 4: Child Services
- Case Management Project 5: Aging and Adult Services
- Case Management Project 7: NC FAST FFE Interoperability
- ePASS
- Document Management
- NC FAST Organization Chart and Director
- Program Budget
- Program Schedule
- Vendors
- Questions



Purpose of NC FAST

- Designed to improve the way NC DHHS and the 100 county departments of social services provide benefits and services to the people of North Carolina, and help families move to independence.
- Introduce new technological tools and business processes that will enable staff to reduce time spent on repetitive and cumbersome paperwork, and allow state and county staff to better focus their efforts on the complex issues presented by North Carolina families in need.
- Provide a truly integrated cross-functional social- and human-services delivery approach that moves beyond the current environment.



NC FAST: A New Way of Doing Business

- ✓ NC FAST system functionality presents a very different way of conducting the business of taking applications and processing cases.
- ✓ Data from 19 legacy systems is converted and consolidated into a central database for the integrated case management system.
- ✓ The system performs calculations and applies rules to make the eligibility decisions based on data entered in the system.
- ✓ Counties are adapting their local business practices to align with how NC FAST handles data and user tasks.
- ✓ NC DHHS is moving toward standardizing policies and processes across all 100 counties.
- ✓ NC DHHS is moving toward the “universal worker,” where county staff are proficient in processing applications for all applicable programs and no longer specialized in only some.



Benefits of NC FAST

- **Families** will have:
 - ✓ “One-stop shopping” with one-time communication of their information and needs.
 - ✓ Confidence that their benefits will be determined in an expedited, consistent manner from any place in the state.
 - ✓ Benefits in a more timely manner, due to reduced application and processing time.
- **Communities** will have:
 - ✓ Increased responsiveness to community needs.
 - ✓ Increased community outreach.
 - ✓ Better outcomes for dollars invested.
- **County Departments of Social Services and their employees** will have:
 - ✓ Tools to share data and track cases across program areas/county lines.
 - ✓ More time to assist families as administrative tasks are automated.
 - ✓ Increased ability to work with families within existing resources.
 - ✓ Enhanced partnerships with employers, service providers and other support organizations.
 - ✓ Comprehensive case information to better assess and meet client needs.



Benefits of NC FAST (continued)

- **The State will have:**
 - ✓ Ability to implement policy changes efficiently and uniformly.
 - ✓ Access to current, accurate and useful data integrated across programs.
 - ✓ Comprehensive data on service delivery for accountability and decision-making purposes.
 - ✓ Enhanced partnerships with counties and other state entities.
- **Avoided Costs**
 - ✓ Reduction in clients' lost wages for time spent in county department of social services offices.
 - ✓ Reduction in county department of social services staff processing new applications and recertifications.
 - ✓ Reduction in overpayments as a result of human error in basic manual calculations as a portion of eligibility determination process.
 - ✓ Reduction in postage costs resulting from consolidation of verification mailings.



9 NC DHHS Program Areas Impacted by NC FAST

Economic Benefits

- Child Care
- Food and Nutrition Services
- Medicaid / SCHIP
- Work First
- Energy Assistance
 - Low Income Energy Assistance Program (LIEAP)
 - Crisis Intervention Program (CIP)
- Special Assistance
- Refugee Assistance

Services

- Child Welfare
- Adult and Family Services

Case Management Projects

- **Integration Projects:**
 - Project 1: Global Case Management and Food and Nutrition Services (FNS)
 - Project 2&6: Eligibility Information System (EIS)
 - Project 3: Low Income Energy Assistance Program (LIEAP), Child Care, and Crisis Intervention Program (CIP)
 - Project 4: Child Services
 - Project 5: Aging and Adult Services
 - Project 7: NC FAST FFE Interoperability
- **ePASS**
- **Document Management**



Project 1: Global Case Management and FNS

Status

- Hard Launch approach was divided into 2 stages:
 - ✓ Stage 1: Turn off capability to enter new applications in FSIS.
 - ✓ Stage 2: Turn off processing in FSIS entirely.
- Training approach was revised to two 2.5 day sessions to prepare staff for each of the two stages:
 - ✓ Session 1 occurs before Soft Launch.
 - ✓ Session 2 occurs before Hard Launch – Stage 2.
 - ✓ Feedback on the training has been positive.
- All counties have completed Soft Launch and Hard Launch – Stage 1.
- 98 counties have progressed through Hard Launch – Stage 2.
- On-Site Support (OSS) resources have been made available to counties to help them through Hard Launch – Stage 2.
- Counties converted early in schedule see productivity gains using NC FAST:
 - ✓ Counties experience a dip in productivity at each stage in the deployment process – which is expected.
 - ✓ Once caseloads are fully converted, efficiencies are achieved and sustained going forward.



Project 1: Global Case Management and FNS

Status (continued)

- The schedule for upcoming Hard Launches has been confirmed:
 - ✓ Full statewide NC FAST implementation will be completed March 2013.
- Reviewing, developing and testing high priority defects and enhancements for release on regular basis.
- As of 2/25, supported 488,554 issuances for active FNS and SNAP cases in February, representing approximately \$443M in FNS benefits issued since go-live.
- Received over 17,300 Help Desk tickets since go-live, of which over 16,900 have been responded to and closed.
 - ✓ Working to address open ticket backlog.
 - ✓ NC FAST continues to provide OSS staff to help counties through the transition.
 - ✓ Reorganizing the Help Desk Tier 1 and Tier 2 to address the areas for improvement and lessons learned.



Project 1: Global Case Management and FNS

Areas for Improvement

- **Help Desk**
 - ✓ Revising the Help Desk approach to refine messaging, improve collaboration with other NC FAST teams, and increase staffing.
 - ✓ Moving forward with plan to have all tiers of Help Desk co-located and part of the NC FAST project team.
- **Speed of System**
 - ✓ Provided performance monitoring software to all 100 counties:
 - Currently operational in 97 counties.
 - ✓ Identified network and performance challenges that counties experience at the local level; providing feedback to address system performance issues.
- **Communication**
 - ✓ Using email distribution list with all NC FAST users for system communications.
- **Communication to County DSS Board, Association and Commissioners**
 - ✓ Sending annual letter to county leaders:
 - Focus of letter includes support for funding around staffing to include temps, equipment needs and anything else that might help the Directors to share their needs with their board and commissioners.
 - Intent is to help counties better prepare for annual budgeting.



Areas for Improvement (continued)

- **Job Aids**
 - ✓ Updated job aids to provide clarification on specific steps.
 - ✓ Incorporating feedback from counties, as appropriate.
 - ✓ Coordinating with the NC FAST Business Team to ensure updates are accurate and in accordance with NC DHHS policy.

- **FAST Help**
 - ✓ Expanding robust online repository of user documentation, procedures, training materials and job aids.
 - ✓ Continuing to refine structure and content to incorporate feedback from users and project team members.
 - ✓ Improvements made include:
 - Outbound communication when specific existing materials are updated to alert users
 - ✓ Monitoring back-end analytics and reporting to gain insight into how FAST Help is being used.



Project 2&6: Eligibility Information System (EIS)

Status

- Project 2&6 is on schedule to begin pilot production in June 2013, with full implementation to all 100 counties completed by February 2014.
- Project 2&6 has approximately 2500 Business System Functions (BSFs) covering program functionality for Medicaid, Work First, Special Assistance, and Refugee Assistance.
- NC FAST cumulative between Project 1 and Project 2&6 is only 14.4% extended beyond the out-of-the-box (OOTB) product.
- Detail Design (DD) is complete and development is in progress. As of March 1, the Application Development Team completed 75% the application development work (artifacts).
- Test condition and script development is in progress. The team will execute a 3-cycle test strategy prior to User Acceptance Testing, and is currently executing Cycle 1. Cycle 2 is scheduled to start in April.



Project 3: LIEAP, Child Care, and CIP

Status

Project 3 has not yet started; tentatively planned for October 2013 - September 2015.

Scope

- Screening, intake and assessment for LIEAP, Child Care, and CIP.
- Eligibility determination and benefit delivery for LIEAP, Child Care, and CIP.
- Legacy System replacement: LIEAP, Subsidized Child Care Reimbursement (SCCR), and CIP.

Definitions

- LIEAP (Low Income Energy Assistance Program): Provides an annual payment to help eligible families pay their heating bills.
- Child Care Program: Provides financial assistance to eligible families through county departments of social services to help pay for child care.
- CIP (Crisis Intervention Program): Provides assistance to low-income families who are experiencing or in danger of experiencing a heating or cooling related crisis.



Project 4: Child Services

Status

- Project 4 began reviewing the requirements in September 2012, with NC DHHS Management direction to expedite the project in the schedule to address the counties' urgent need for a comprehensive statewide child services system.
- NC DHHS received USDA FNS federal partner approval to expedite Project 4 after submittal of the 2012 NC FAST Annual Advanced Planning Document Update (APDu).
- NC DHHS did not receive HHS ACF/CMS federal partner approval to expedite Project 4 after several months of discussions after the 2012 APDu submittal, due to ACF/CMS concerns with the Project 4 cost allocation and with Project 4 being implemented at this time.
- NC DHHS continues to work with ACF/CMS to clearly define the cost allocation.
- At worse case, Project 4 will return to its original implementation timeframe. The planned timeframe to implement Project 4 is now from 7/1/14 to 6/30/16.



Project 5: Aging and Adult Services

Status

Project 5 has not yet started; tentatively planned for July 2015 through June 2017.

Scope

- Screening, intake and assessment for Adult Protective Services (APS) and general services.
- Facilities and service providers' licensure support.
- Service planning and provision of services.
- Resident Assessment Instrument (RAI) and general assessments.
- Guardianship services.
- Placement and payment for residential care.
- Adult care home case management.
- Court activities.
- Legacy System replacement: APS, Services Information System (SIS), Daysheets, Disinterested Public Agent Guardians (DPAG), SA In-Home.



Status

- Formerly the Health Benefit Exchange (HBE) Project, in partnership with NC DOI.
- North Carolina was awarded a Level 1 Cooperative Agreement Establishment Grant that included \$45.7M for NC FAST to implement functionality required under ACA to support a partnership-based exchange.
- The team drafted revisions to the 2013 NC FAST As-Needed APDu to obtain funding to support implementing ACA required changes since the funds from the Level 1 Grant are unavailable beyond passage of SB4.
- Existing team members are conducting design sessions for functionality necessary to be ACA compliant in October 2013:
 - ✓ Develop intake process flows for various scenarios.
 - ✓ Review detail questions in the streamline FFE application and compare them with Cúram OOTB functionality to identify gaps and modifications required.
 - ✓ Develop a solution approach based on critical success factors for October 1, 2013.
 - ✓ Create a Verification Plan for submission to CMS.



Key Scope Components of NC FAST FFE Interoperability

The pursuit of an FFE model **does not significantly impact the scope of work North Carolina must complete from an eligibility determination standpoint.**

- North Carolina must still comply with and implement all federal MAGI rules.
- North Carolina must configure their existing Medicaid eligibility platform to service citizens and caseworkers under ACA legislation.
- North Carolina must build all the same integrations with the Federal Data Hub:
 - ✓ Verifications
 - ✓ Account Transfers
- North Carolina will still be responsible for making final Medicaid eligibility determinations.



Risks / Issues

- **Aggressive Timeline** – Only 208 days remain for North Carolina to implement changes required to be ACA compliant on October 1, 2013.
- **Funding** – Approval to fund initiative did not occur until March 5, 2013. This results in:
 - Delays in bringing on designers, developers and testers.
 - Qualified resources being deployed elsewhere.
 - Schedule slippage due to limited resources: Hours applied 31% of plan (January and February 2013).
- **Regulatory Uncertainty** – Critical outstanding regulatory questions remain unresolved (questions submitted January 22). The federal partners continue to publish, or expect to publish in the future, guidance in key areas necessary to be ACA compliant.



Status

- Completed Phase 2 Medicaid production deployment.
- Documented business requirements for Phase 3 FNS.
- Continued working with the software vendor on outstanding items to continue design development.
- Completed development, associated testing and implementation for the 2012-2013 COLA changes.
- Completed NC FAST Phase 3 FNS initiation tasks.
- Completed draft Functional Design Document for initial production pilot of Phase 3 FNS. The initial production pilot includes the ability for the client to complete the application and submit online to the county DSS office.
- Completed Detailed Design Document for initial production pilot of Phase 3 FNS. Currently in review.
- Began development for initial production pilot of Phase 3 FNS.



Status

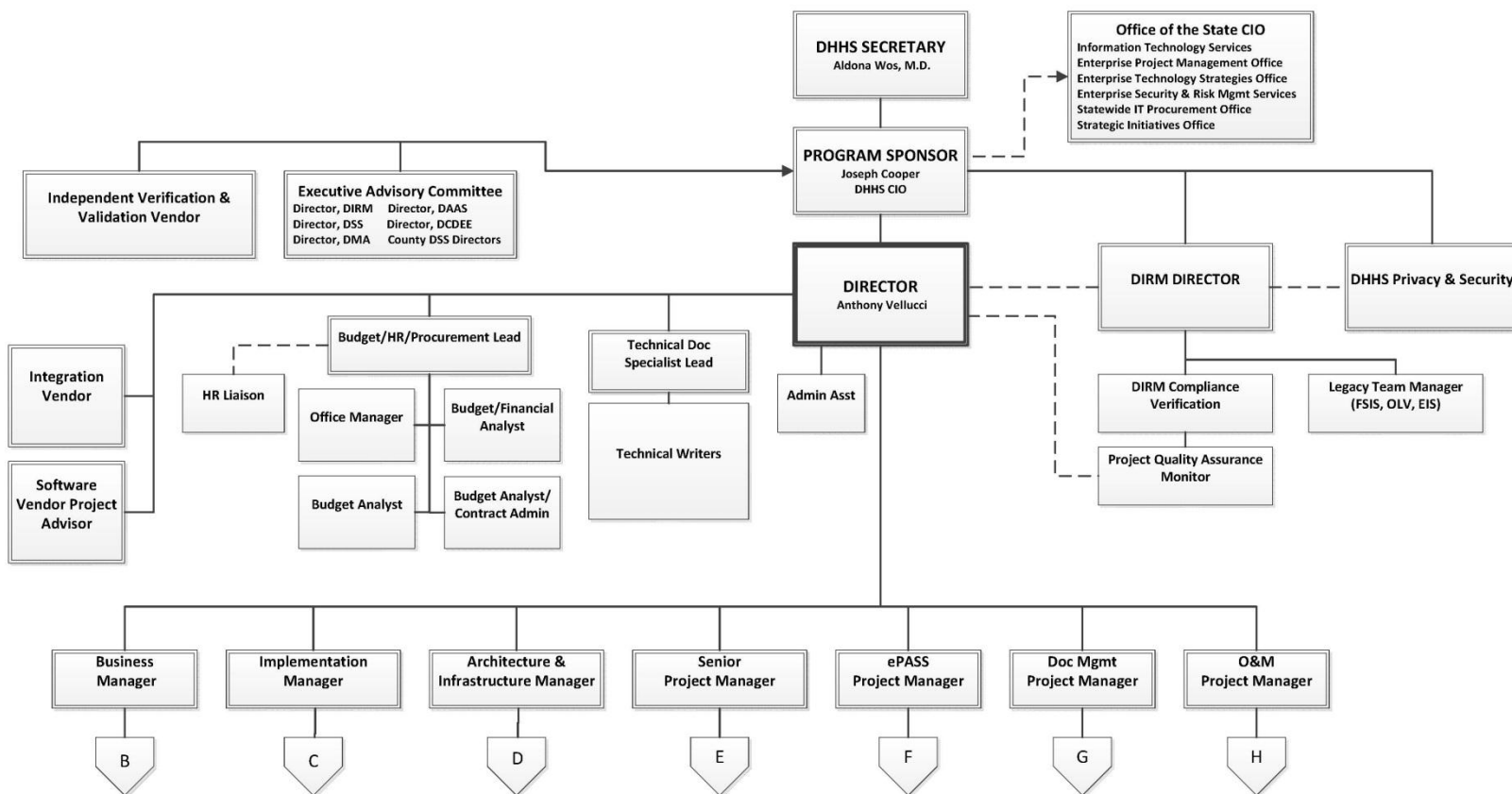
- Why a separate document management system was required, and any system currently available within state agencies could not be used.
- NC FAST selected an enterprise class solution for a centralized electronic document management system with records retention.
- A software installation vendor/partner has been identified.
- The Business Team is working with the Document Management Team to define the product scope and technical approach for implementation.
- Project work schedule planning is under way.
- Infrastructure has been delivered, and in cooperation with the State ITS is in the process of being stood up in the Eastern and Western Data Centers.
- Pilot rollout is planned to coincide with Pilot rollout for Project 2&6.
- Scanner specifications communicated to all 100 counties on January 7.
- Counties may need to procure additional network bandwidth to support transmission of scanned images to central document management system.



NC FAST Organization Chart



Office of NC FAST Organization Chart





Program Budget

Summary of NC FAST Budget and Actual Expenditures as of January 31, 2013

Description	Current Budget	Actual Expenditures as of January 31, 2013	Balance	Status
Prior Closed Projects	\$ 13,635,685.21	\$ 13,635,685.21	\$ -	Completed
OLV	\$ 6,125,611.30	\$ 6,125,611.30	\$ -	Completed
SDI	\$ 1,070,976.20	\$ 1,070,976.20	\$ -	Completed
Case Management Software Installation	\$ 11,785,880.15	\$ 11,785,880.15	\$ -	Completed
Program	\$ 47,121,581.46	\$ 20,443,158.01	\$ 26,678,423.45	On Going
ePASS Phase 2 Medicaid	\$ 535,751.00	\$ 682,004.32	\$ (146,253.32)	Completed
ePASS Phase 3 FNS	\$ 416,675.00	\$ 273,753.20	\$ 142,921.80	
Client Services Data Warehouse (CSDW)	\$ 3,000,000.00	\$ 1,162,321.08	\$ 1,837,678.92	On Going
Asset Verification	\$ 2,000,000.00		\$ 2,000,000.00	Future
Project 1: Global Case Management and Food and Nutrition Services (FNS)	\$ 48,515,999.35	\$ 46,324,542.59	\$ 2,191,456.76	Implementation
Project 1 Pre Release Support (Pre O & M)		\$ 5,780,753.00	\$ -	
Projects 2 & 6: Eligibility Information System (EIS)	\$ 93,124,543.06	\$ 43,803,863.31	\$ 49,320,679.75	Execute and Build
Project 3: Low Income Energy Assistance Program (LIEAP) Child Care and Crisis Intervention Program (CIP)	\$ 34,297,688.00	\$ -	\$ 34,297,688.00	Future
Project 4: Child Services	\$ 41,170,748.00	\$ -	\$ 41,170,748.00	Future
Project 5: Aging and Adult Services	\$ 47,421,060.00	\$ -	\$ 47,421,060.00	Future
Total Budget Per 2012 Annual APDU	\$ 350,222,198.73	\$ 151,088,548.37	\$ 204,914,403.36	
Note: Original Planned Budget not including Project 7 was \$ 392,520,674.00				
Project 7: NC FAST Federally-Facilitated Exchange (FFE) Interoperability	\$ 60,077,449.00	\$ -	\$ 60,077,449.00	Future
Total Budget per March 2013 As Needed APDu	\$ 410,299,647.73	\$ 151,088,548.37	\$ 264,991,852.36	
Federal Revenue	\$ 312,118,226.91	\$ 103,026,236.17	\$ 214,185,990.74	
State Dollars	\$ 98,181,420.82	\$ 48,062,312.20	\$ 50,805,861.62	
Note: The amounts indicated for Future Projects are high level projections and are subject to change.				

The following timeline shows the scheduled design, development, test, pilot and implementation dates for NC FAST projects.

[illegible]



Case Management Procurement

Software

- Contract awarded to IBM (formerly Cúram Software, Inc.) December 22, 2008; result of Software RFP.
- Services: Software licenses, initial installation, training, optional technical support services, operations & maintenance, software support, releases and upgrades; full time onsite staff.
- Cúram Business Application Suite provides NC FAST framework.

Software Integration

- Contract awarded to Accenture August 30, 2010; result of Software Integration RFP.
- Services: NC FAST requirements integration into base product, product extension if needed; gap analysis; design document and code/interface development; data conversion; testing/defect resolution; training and county readiness; and project management and operations & maintenance support; full time onsite staff.



Questions?